

**PROGRAM DELA H KANDIDATURI ZA REKTORICO  
UNIVERZE NA PRIMORSKEM (UP)  
prof. dr. Klavdija Kutnar**

**1. KRATKA PREDSTAVITEV KANDIDATKE**

**Ime in priimek:** Klavdija Kutnar.

**Datum rojstva:** 23. december 1980.

**Državljanstvo:** slovensko.

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**Akademsko/Raziskovalna kariera:**

- 07/2018 – : Vodja temeljnega raziskovalnega projekta J1-9110.
- 07/2018 – : Vodja investicijskega projekta "InnoRenew CoE" na UP FAMNIT (3.315.861,00 EUR).
- 03/2018 – : Redna profesorica za področje Matematika in znanstvena svetnica, UP.
- 04/2015 – : Pomočnica direktorja UP IAM.
- 05/2014 – 04/2016: Vodja mednarodnega projekta WoodWisdom-Net+  $W^3B$  na UP.
- 07/2013 – 03/2018: Izredna profesorica za področje Matematika in višja znanstvena sodelavka, UP.
- 05/2012 – : Članica Senata UP.
- 03/2012 – : Dekanja UP FAMNIT.
- 11/2011 – 03/2012: Vršilka dolžnosti dekanje UP FAMNIT.
- 07/2011 – : Članica 'N' projektov N1-0011, N1-0032, N1-0038 in N1-0062.
- 07/2011 – 06/2013: Temeljni ARRS podoktorski projekt (Z1-4006).
- 01/2011 – 11/2011: Prodekanja za znanstveno-raziskovalno delo na UP FAMNIT.
- 09/2010 – 02/2011: Podoktorska Fulbrightova štipendija, Ohio State University, Columbus, ZDA.
- 03/2010: Nagrada za raziskovalne in razvojne dosežke za 2009, Sklad za znanstveno odličnost UP.
- 02/2010 – : Predstojnica Oddelka za matematiko na UP IAM.
- 05/2009 – : Članica temeljnih raziskovalnih projektov J1-2055, J1-6743, J1-6720, J1-7051 in J1-9186.
- 09/2008 – 12/2008: Gostujoča profesorica na Ohio State University, Columbus, ZDA.
- 07/2008 – 06/2013: Docentka za področje Matematika in znanstvena sodelavka, UP.
- 03/2008: Doktorat znanosti na področju Matematika, UP FAMNIT.
- 01/2005 – : Članica raziskovalnega programa P1-0285.
- 01/2005 – 03/2008: Mlada raziskovalka na UP IAM (mentor: prof. dr. Dragan Marušič).
- 12/2003 – : zaposlitev na UP.

**Bibliografija:** Glej Cobiss.

**Znanstveni dosežki:** Izvirni znanstveni članki v revijah, ki jih indeksira SCI Expanded: 53 ( $A_1 = 8$ ,  $A_2 = 28$ ,  $A_3 = 13$ ,  $A_4 = 4$ ). Število citatov (CI10) v zadnjih 10 letih (2009 - 2019): 238.  $H$ -indeks: 8. Vodja bilateralnih projektov (Španija, Kanada, ZDA, Rusija, ...).

**Družbeno-ekonomski relevantni dosežki:**

- 03/2019 – : Predsednica Sveta Republike Slovenije za visoko šolstvo.
- 05/2018 – : Članica Odbora RS za podelitev nagrad in priznanj za izjemne dosežke v ZRR dejavnosti.
- 01/2018 – : Glavna so-urednica SCI revije Ars Mathematica Contemporanea.
- 04/2017 – : Članica Sveta zavoda InnoRenew CoE.
- 01/2017 – : Odgovorna urednica znanstvene revije The Art of Discrete and Applied Mathematics.
- 01/2017 – : Članica uredniškega odbora znanstvene revije Algebraic Combinatorics.
- 12/2016 – : Članica delovne skupine Ekspertno svetovanje o financiranju visokega šolstva v RS.
- Vabljen predavateljica na mednarodnih znanstvenih konferencah v tujini: 15×.
- Izvedba študijskih predmetov na univerzah v tujini: 5×.
- So-organizacija mednarodnih znanstvenih srečanj: 39×.
- Namestnica predsednika organizacijskega odbora 8. Evropskega kongresa matematike 2020 (Portorož).
- Članica "International Advisory Committee" za Mednarodni kongres matematike (ICM) 2022 (Rusija).
- So-mentorstvo: 4× doktorska disertacija, 2× magistrska naloga.
- Mentorstvo: 4× magistrska naloga, 6× zaključna projektna naloga (1 UP nagrada Srcčka Kosovela).

## 2. PROGRAM DELA za obdobje 23. 11. 2019 – 22. 11. 2023

Program dela h kandidaturi temelji na analizi stanja, ovir in izzivov, s katerimi se trenutno srečujemo na UP, in je skladen z vizijo, ki smo jo na UP oblikovali s *Srednjeročno razvojno strategijo UP* za obdobje 2014 - 2020. Program dela vsebuje akcijski načrt za uspešen zaključek obdobja 2014 – 2020 in smernice za razvojno strategijo naslednjega obdobja.

V zadnjih letih je vrsta motiviranih sodelavcev na vseh področjih delovanja univerze dosegla odmevne rezultate: poleg pedagoške odličnosti izkazujejo izjemno znanstveno uspešnost v domačem in mednarodnem okolju. S kreativnim pristopom na področju vzgoje in izobraževanja, na področju vseživljenjskega učenja in s prisotnostjo pri ključnih vprašanih splošnega družbenega razvoja, smo širši družbi pričeli bogato vračati vložek v naš obstoj. Kot članica obstoječe širše vodstvene ekipe UP želim te trende nadaljevati ter v naslednjem štiriletnem obdobju še dodatno povezati in strukturirati kreativnost sodelavcev. Prav stremljenje k odličnosti, kar je spodbudil že sedanji rektor, bomo nadgradili v celovito strukturo, ki bo omogočila še boljši izkoristek kreativnih potencialov vseh naših sodelavcev. Tako bo naša univerza dosegla in preseгла upravičena pričakovanja lokalne in celotne slovenske javnosti po odličnem izobraževanju, raziskovanju ter prenosu znanja v gospodarstvo in na širšo družbo. Seveda se ne bomo ustavili zgolj na slovenskih mejah, saj že naše dosedanje delo sega daleč v Evropo in širše.

**§1. Pedagoška odličnost:** Visoka kakovost izobraževanja oziroma pedagoška odličnost je eden od dveh temeljev univerzitetnega poslanstva. Prednostne naloge pri vzpostavljanju pedagoške odličnosti UP so povečanje vzajemne podpore visokošolskim učiteljem, sodelavcem in študentom, vključevanje povratnih informacij in mnenj študentov ter diplomantov pri razvoju kurikula in poučevanja. Pri tem je ključno, da vzpostavimo povratno opozorilno zanko. Konkurenčno prednost vidimo v ponudbi edinstvenih programov, predmetov in tečajev, ki jih ni mogoče najti na drugih izobraževalnih institucijah, zato bo pri tem medfakultetno sodelovanje ključno. V bližnji prihodnosti ni mogoče pričakovati, da bi naša univerza imela več kot 5.000 rednih študentov. Še vedno bomo srednje velika univerza. To omejitev bo potrebno premostiti drugače. Osredotočiti se moramo na kakovost študentov, še posebej na individualno delo z njimi in na omogočanje hitrega stika s potencialnimi delodajalci izven univerze – na drugih raziskovalnih ustanovah, v gospodarstvu, v javnih zavodih in nevladnih organizacijah. Zavzemati se moramo tudi za delno prestrukturiranje klasičnih oblik poučevanja v inovativne oblike poučevanja, na študente osredinjeno učenje in individualno, mentorsko vodenje študentov. Kar zadeva izredni študij oziroma študij ob delu, moramo pripraviti tako obliko, ki bo v okviru vseživljenjskega učenja omogočila kandidatu pridobivanje sodobnih znanj in ustreznih kompetenc.

**§2. Znanstveni uspehi na nacionalni in internacionalni ravni:** Za delovanje univerze je vsaj tako kot pedagoška pomembna tudi znanstvena odličnost. Univerza mora prispevati k razvoju znanosti in v učne predmete vključevati najsodobnejša znanstvena dognanja. Reševati mora družbene izzive in prisluhni radovednostim naših raziskovalcev kakor tudi neposredno in posredno z njimi povezane splošne javnosti. UP že ima veliko partnerjev doma in v mednarodnem prostoru, s katerimi sodeluje pri reševanju osnovnih znanstvenih izzivov in razvoju uporabnih rešitev. V zadnjem obdobju je že dosegla pomembne preboje. Usmeritev v razvojne projekte je zamenjala z usmeritvijo v znanstveno-raziskovalne projekte in se tako na nekaterih nišnih področjih že uvršča v sam svetovni vrh. Na enem od teh se zadnji dve leti umešča na Šanghajsko lestvico najboljših univerz na svetu. Znanost bo ostala naša maksima tudi v prihodnje. Vanjo bomo načrtno vlagali

več človeških virov in finančnih sredstev kot drugi dve javni univerzi, ki sta zaradi starosti in velikosti v prednosti. Ker prav povsod ne bomo mogli biti odlični, si bomo morali izbrati nekaj znanstvenih področij in jih čimbolj približati vrhu, tako z mednarodno povezanostjo kot tudi z notranjim interdisciplinarnim povezovanjem. Šele s prepoznavnostjo izven meja Slovenije bomo zablesteli tudi v Sloveniji. Imamo že nekaj odličnih nastavkov, prepoznavnih v svetu, ki jih bomo še trdneje notranje povezali.

Naloga univerze je, da raziskovalce podpira, tako z zagonskimi sredstvi kot z ustrezno administrativno in infrastrukturno podporo. Zagotovili bomo strukturirano pomoč pri pripravi odličnih projektnih prijav, razvoju konceptov, kreiranju konzorcijev in vključevanju v ustrezna raziskovalna omrežja. Razvili bomo ustrezna usposabljanja za pripravo uspešnih projektih prijav in koncept internih pred-pregledov ("review"). Za izboljšanje naše prepoznavnosti je potrebno ustvariti portal uspešnih projektnih prijav in razpoložljive raziskovalne opreme. Zadal si bomo nalogo, da vsaka fakulteta deluje vsaj v enem raziskovalnem programu, ki je matičen na UP. Tako se bomo zavzemali za nove raziskovalne programe, v katere bodo vključene fakultete UP FVZ, UP FHŠ, UP FTŠ in UP PEF.

**§3. Skrb za umetnost:** UP bo nadaljevala z razvojem umetniške dejavnosti kot znanosti komplementarne dejavnosti. Spodbujali bomo izvirno umetniško udejstvovanje in umetniško produkcijo ter nadaljevali z razvojem študijske dejavnosti na področju umetnosti, s čimer bomo prispevali k zaokroženi celoti znanj.

**§4. Inovativno sodelovanje s partnerji v širšem okolju:** UP opravlja raziskovalno delo, ki vpliva na različne sektorje gospodarskega in širšega družbenega življenja v Sloveniji. Skozi svoje poslanstvo pripravlja študente za najrazličnejše karijerne poti. Omogoča dostop do znanj, ki jih potrebujejo na tej poti. V ta namen se moramo še tesneje povezati z delodajalci, podpirati pripravništva in redno posodabljati naše kurikule. Obnovili bomo Svet zaupnikov, ki je skladno s Statutom UP rektorjevo posvetovalno telo in lahko podaja mnenja k letnemu programu dela, letnemu poročilu in strategijam razvoja univerze. Njegovo vlogo bomo nadgradili z ustanovitvijo svetovalnega odbora delodajalcev iz Slovenije, preko katerega bomo prejeli redne povratne informacije o spreminjajočih se potrebah v njihovih sektorjih. Oblikovali bomo portal, na katerem bodo lahko podjetja in organizacije iskale študente pripravnike: najprej za domača, v nadaljevanju tudi za podjetja in organizacije iz tujine. UP bo še nadalje aktivno sodelovala v Strateških razvojno-inovacijskih partnerstvih (SRIP). Hkrati bomo spodbujali vključevanje v nova partnerstva SRIP in iskali mednarodna združenja, ki vključujejo tako akademske kot gospodarske deležnike.

**§5. Na znanosti in znanju temelječ družbeni dialog:** Za dobro delujočo univerzo je zelo pomemben skladen preplet znanosti in umetnosti. Zato bomo nadaljevali z ozaveščanjem družbe na področju znanosti in umetnosti, informirali bodoče študente o naši univerzi, odprto izmenjevali podatkovne zbirke in promovirali našo zbirko strokovnih in znanstvenih publikacij. Še naprej bomo vključevali zainteresirano javnost v naše raziskovalno delo prek ciljnih skupin, delavnic in javnih konferenc.

Naš repozitorij bomo nadgradili s funkcijo, ki bo omogočala javnosti, da se prijavi na prejetje informacij o naših novih publikacijah. Spremljali bomo aktivnosti kot so število obiskov in število prenosov ter se na podlagi statistike odločali o nadgradnji in dodatnih funkcijah za večjo prepoznavnost UP. Vsak mesec bomo eno od publikacij UP predstavili splošni javnosti v

krajšem prispevku, pripravljenem v slovenskem, italijanskem in angleškem jeziku. UP bo gostila t.i. "Pint of Science" dogodke, na katerih bodo naši sodelavci svoje raziskovalno delo predstavili širši družbi. Organizatorje znanstvenih konferenc bomo spodbudili k pripravi posebnih sekcij, namenjenih splošni javnosti. Na podlagi izkušenj UP PEF in tudi drugih članic bomo nadaljevali z organiziranjem dogodkov stalnega strokovnega izobraževanja.

**§6. Mednarodna vpetost:** Na področju internacionalizacije je UP že v letu 2018 dosegla in preseгла cilje, zastavljene v Srednjeročni razvojni strategiji 2014 - 2020. Odlični rezultati so predvsem posledica uspešnega pridobivanja mednarodnih projektov, sodelovanja z moskovsko državno univerzo Lomonosova, vzporedne ponudbe študijskih programov v angleškem jeziku in črpanja namenskih sredstev Evropskih strukturnih skladov, pridobljenih na javnih razpisih resornega ministrstva za spodbujanje internacionalizacije (UP in Svet, GOST UP, Mobilnost slovenskih visokošolskih učiteljev, itd). V prihodnje moramo smotrno nadaljevati s spodbujanjem tovrstnih aktivnosti, pri tem pa okrepiti skrb za slovenski jezik in zagotoviti spremljajoče aktivnosti, ki bodo pripomogle k lažji integraciji tujcev v slovenski družbeni prostor.

**§7. Kadrovska struktura:** Uspehe na izobraževalnem in znanstveno-raziskovalnem področju gre v veliki meri pripisati razvoju lastnega kadra in povečanju števila redno zaposlenih sodelavcev na večini znanstvenih področij. Ostaja nam še nekaj dela na področjih, ki smo jih pričeli razvijati nedavno oziroma jih pred kratkim preoblikovali. Pri tem bomo upoštevali osnovno načelo univerzitetnega prostora – v študijski proces je potrebno vključevati visokošolske učitelje, ki so tudi znanstveno-raziskovalno aktivni. Prizadevali si bomo tudi za ustrezno uravnoteženost kadrovske strukture v vseh možnih ozirih. Sredstva razvojnega stebra financiranja, ki jih bo UP prejela na podlagi štiriletne pogodbe z MIZŠ o financiranju študijske dejavnosti, velja nameniti predvsem razvojnemu ciljem pomlajevanja kadrovske strukture. Čeprav je UP mlada institucija, je namreč na nekaterih članicah opaziti pomanjkanje mladih sodelavcev. Delno je to posledica zakonskih omejitev na finančnem področju, ki so onemogočala nova zaposlovanja, delno pa posledica dejstva, da se zaradi ugodnejših finančnih ponudb nekateri odlični diplomanti odločajo za kariero v gospodarstvu. Zato je pomembno, da aktivno sodelujemo pri postavljanju visokošolske zakonodaje. Pri pripravi Novele Zakona o visokem šolstvu se velja zavzemati za podobne rešitve kot jih predvideva Zakon o znanstvenoraziskovalni in inovacijski dejavnosti, ki je v postopku sprejemanja. Ne smemo pozabiti, da ima za razvoj univerze pomembno vlogo tudi ustrezno usposobljeno podporno osebje. Zato moramo tudi strokovnim sodelavcem omogočiti nenehno strokovno izpopolnjevanje in napredovanje. Pri kadrovski politiki velja upoštevati tudi primere dobre prakse iz tujine, kot so na primer t.i. "spouse" pozicije. Glede na naše posebne razmere bo pri tem potrebna pomoč lokalnega okolja.

**§8. Reševanje prostorske stiske oziroma zagotavljanje infrastrukturne podpore:** Prostorski pogoji za delo so se na naši univerzi v zadnjih letih izboljšali. Še zdaleč pa niso optimalni. To še posebej velja, če se primerjamo z drugima dvema javnima univerzama. Zato je potrebno čimprej zaključiti s prenovo prostorov nekdanje Srednje tehniške šole in tako rešiti prostorsko stisko UP FM in UP PEF. Zagotoviti moramo tudi sredstva za čimhitrejšo vrnitev izvajanja izobraževalnega in raziskovalnega dela v prvi stolpič Kampusu Livade in s tem omogočiti nadaljnji razvoj za UP FVZ, UP IAM in UP FAMNIT. Obenem moramo pripraviti natančen Srednjeročni načrt investicij, v katerega je potrebno umestiti načrte za celostne rešitve prostorskih stisk UP PEF, UP FVZ in UP IAM, načrte za povečanje števila študentskih ležišč in zagotovitev apartmajev za gostujoče učitelje in raziskovalce ter načrte vzdrževalnih del za obstoječe objekte drugih

članic. Čeprav se v evalvacijskih poročilih različnih organov univerzi običajno očita, da so zastavljeni cilji prej želje kot izvedljiv načrt, si moramo tudi v prihodnje zastavljati drzne cilje. Zato bomo v sodelovanju z lokalnim okoljem ponovno oživel aktivnosti za iskanje finančnih sredstev za obnovo Servitskega samostana, s katerim lahko ta "koprski spomenik" postane srce univerze s prijetnimi čitalniškimi, knjižničnimi in drugimi prostori. Toda prostori niso edina ovira za nemoteno delovanje univerze. Učiteljem, raziskovalcem in podpornemu osebju moramo zagotoviti dovolj zmogljive osebne računalnike, raziskovalne laboratorije in ustrezno infrastrukturno opremo za izvajanje študijskih programov (vajalnice in sodobno opremljene računalniške učilnice). Zato bomo ob vlogi za podaljšanje Infrastrukturnega programa UP za novo obdobje financiranja vanj nujno vključili raziskovalne enote vseh članic UP, kakor tudi Založbo UP. Zavedamo se, da poleg finančnih sredstev za realizacijo teh ciljev, ki jih bomo iskali tako na nacionalni kot mednarodni ravni, na univerzi potrebujemo močno infrastrukturno podporno službo.

**§9. Finančna sredstva:** Dolgoletna podfinanciranost UP na področju študijske dejavnosti je bila končno odpravljena v letu 2016. Sledila ji je uspešna sanacija poslovanja, ki je bila potrebna zaradi zahtev resornega ministrstva oziroma Vlade RS, da UP prevzame finančni primanjkljaj članice UP ZRS ob njeni izločitvi iz UP s 1. 1. 2017. Z uspešnim obvladanjem teh obremenjujočih dogodkov smo na UP lahko bolj smelo pristopili k pospešitvi razvoja. Na Kolegiju dekanov in direktorjev UP je bil letos sprejet dogovor, da bo UP od leta 2019 dalje del sredstev, ki jih prejema za izvajanje izrednega študija, namenila za kreiranje internih raziskovalnih programov oziroma okrepitev znanstveno-raziskovalnih področij, na katerih UP ne razpolaga z nacionalnimi sredstvi stabilnega financiranja. Podfinanciranost UP na področju znanstveno-raziskovalne dejavnosti se da preprosto izračunati in je tudi priznana v okviru Delovne skupine za pripravo besedila novega Zakona o znanstvenoraziskovalni in inovacijski dejavnosti. Tako osnutek tega zakona v prehodni določbi vsebuje člen, ki opredeli izravnavo sredstev za poenoten vstop raziskovalnih organizacij v nov sistem financiranja znanstveno-raziskovalne dejavnosti v RS. Če in ko bo zakon sprejet, bomo na UP lahko nemudoma propulzivneje uresničevali razvojne strategije na znanstveno-raziskovalnem področju znotraj vseh članic. V nasprotnem primeru bo potrebno poiskati alternativne rešitve. Pri tem nam bo v veliko pomoč naše interno učinkovito zavezništvo, podporništvo in sodelovanje, ki smo ga uspeli ustvariti v zadnjih letih delovanja. Prav tako je potrebno uresničiti na Kolegiju dekanov in direktorjev UP že dogovorjeno odpravo nesorazmerij pri interni delitvi proračunskih sredstev za študijsko dejavnost ter tako doseči pravično in stabilno finančno poslovanje vseh članic UP.

Po šestnajstih letih delovanja nam je v veselje in ponos, da so mnogi naši diplomanti ustvarili vrhunske kariere doma in po svetu. Nastopil je čas, ko si lahko z aktivnejšo vlogo alumni klubov, spodbujanjem športnih ekip in ozaveščanjem lokalnega okolja o pomenu univerze, za cilj postavimo tudi kreiranje donatorskega sklada. Pri tem so nam lahko za zgled univerze po svetu.

**§10. Podporna dejavnost - splošni pogoji za študij in delo:** S pravim razmerjem med "centralizacijo" in "decentralizacijo" univerze bomo osnovnim usmeritvam na področju izobraževanja in raziskovanja sledili tudi organizacijsko. Resda zakonske omejitve zahtevajo, da se nekatere dejavnosti vodijo centralno, vendar zastavljene vsebinske usmeritve narekujejo, da določene vsebine delovanja univerze prepustimo sodelovanju med fakultetami – seveda ob zagotavljanju ustrezne podpore rektorata oziroma skupnih služb. Pri optimizaciji dela strokovnih služb je bistveno, da prepoznamo težave oziroma pomanjkljivosti "od spodaj navzgor", torej od članic do univerze. Podobno velja za snovanje učinkovitih rešitev, ki že veljajo na posameznih članicah in bi jih bilo vredno upoštevati tudi na ravni celotne univerze. Službo za informacijsko podporo znotraj

Splošnega sektorja bomo tako preoblikovali v samostojni Sektor za informacijsko podporo, v okviru katerega bomo sistemizirali ustrezna delovna mesta in nemudoma pričeli z zunanjimi razpisi za zapolnitev kadrovske vrzeli. Pričakujemo, da si bomo na tem področju morali pomagati tudi z zunanjimi storitvami. Okrepljeno informacijsko podporo pa potrebujejo tudi študenti: urediti moramo pravočasno zagotavljanje študentskih izkaznic, izdajanje elektronskih potrdil (potrdilo o vpisu, izpis ocen, ...), dostop do licenc, oddaljene dostope do naslovov IP univerze, uporabo plačljivih baz podatkov tudi izven prostorov UP in podobno. Okrepljena informacijska podpora bo pripomogla tudi k izboljšanju kakovosti - predvsem z vidika monitoringa, kontrolinga, samoevalvacije in kriznega upravljanja na vseh področjih delovanja UP.

Smiselno bi bilo obuditi aktivnosti za vzpostavitev univerzitetnega vrtca, tako za potrebe obstoječih sodelavcev in študentskih družin kot tudi za uspešno pomlajevanje kadrovske strukture.

**§11. Študenti in diplomanti:** Še naprej bomo spodbujali aktivno vlogo študentov pri delovanju univerze. Vključevali jih bomo v razvojno in raziskovalno delo, tudi v povezovanje z okoljem. Nadaljevali bomo z dobro prakso tripartitnega partnerstva *univerza – okolje – študenti*. Še naprej si bomo prizadevali reševati pereč problem pomanjkanja nastanitvenih zmogljivosti za študente in gostujoče profesorje/raziskovalce. Primer dobrega reševanja tega problema je bil lanski nakup novega študentskega doma v Prisojajah. V prihodnje bomo dinamiko reševanja tega problema pospešili. Še naprej bomo podpirali občudijske dejavnosti študentov UP, predvsem na področju športa, kulture ter drugih družabnih dogodkov. Glede na naraščajoče število tujih študentov na UP, bomo posebno pozornost namenili njihovi integraciji v lokalno okolje. Alumni klube posameznih članic velja povezati in s tem povečati občutek pripadnosti univerzi. Napočil pa je tudi čas, da dokončno razvijemo "blagovno znamko UP", ji damo ustrezno veljavo in jo v čim večji meri tudi finančno izkoristimo.

### Zaključek:

Ob zgoraj opisanih aktivnostih, s katerimi bomo stremeli k odličnosti na izobraževalnem in znanstveno-raziskovalnem področju, bo v mandatnem obdobju naša glavna naloga ustvariti okolje, v katerem bomo zaposleni na UP skupaj s študenti z združenimi močmi in dobrimi medsebojnimi odnosi dosegali in presegali zastavljene cilje ter bomo ponosni na naše uspehe.

Koper, 24. 4. 2019

prof. dr. Klavdija Kutnar



**CANDIDATE ACTION PLAN FOR THE RECTOR  
UNIVERSITY OF PRIMORSKA (UP)  
Prof. Klavdija Kutnar, PhD**

**1. CANDIDATE AT A GLANCE**

**Name and surname:** Klavdija Kutnar

**Date of Birth:** 23rd December 1980.

**Nationality:** Slovenian.

**E-mail:** [klavdija.kutnar@upr.si](mailto:klavdija.kutnar@upr.si).

**Academic/Research Career:**

- 07/2018 – : Principal investigator of the fundamental research project J1-9110.
- 07/2018 – : Principal investigator of the investment project InnoRenew CoE at UP FAMNIT (3,315,861 €).
- 03/2018 – : Professor of Mathematics and Research Counsellor, UP.
- 04/2015 – : Assistant Director of UP IAM.
- 05/2014 – 04/2016: Leader of the international project WoodWisdom-Net+  $W^3B$  at the UP.
- 07/2013 – 03/2018: Associate Professor of Mathematics and Senior Research Fellow, UP.
- 05/2012 – : Member of UP Senate.
- 03/2012 – : Dean of UP FAMNIT.
- 11/2011 – 03/2012: Acting Dean of UP FAMNIT.
- 07/2011 – : Member of 'N' projects N1-0011, N1-0032, N1-0038, and N1-0062.
- 07/2011 – 06/2013: Core SRA postdoctoral project (Z1-4006).
- 01/2011 – 11/2011: Vice-Dean for Scientific-research Work at UP FAMNIT.
- 09/2010 – 02/2011: Postdoctoral Fulbright Scholarship, Ohio State University, Columbus, USA.
- 03/2010: Research and Development Achievement Award for 2009, Fund for Scientific Excellence of the UP.
- 02/2010 – : Department of Mathematics Chair at UP IAM.
- 05/2009 – : Member of core research projects J1-2055, J1-6743, J1-6720, J1-7051, and J1-9186.
- 09/2008 – 12/2008: Visiting Professor at the Ohio State University, Columbus, USA.
- 07/2008 – 06/2013: Assistant Professor of Mathematics and Research Fellow, UP.
- 03/2008: PhD in Mathematics, UP FAMNIT.
- 01/2005 – : Member of the research program P1-0285.
- 01/2005 – 03/2008: Young Researcher at UP IAM (advisor: Prof. Dragan Marušič, PhD).
- 12/2003 – : employed at UP.

**Bibliography:** See Cobiss.

**Scientific Achievements:** Original scientific articles in SCI Expanded indexed journals: 53 ( $A_1 = 8$ ,  $A_2 = 28$ ,  $A_3 = 13$ ,  $A_4 = 4$ ). Number of citations (CI10) in the last 10 years (2009-2019): 238.  $H$ -index: 8. The leader of several bilateral projects (Spain, Canada, USA, Russia, etc.).

**Socioeconomically Relevant Achievements:**

- 03/2019 – : President of the Higher Education Council of the Republic of Slovenia.
- 05/2018 – : Member of the RS Council for prizes and awards for outstanding achiev. in science, research, and development
- 01/2018 – : Editor-in-Chief of the SCI journal *Ars Mathematica Contemporanea*.
- 04/2017 – : InnoRenew CoE Executive Board Member.
- 01/2017 – : Managing Editor of the scientific journal *The Art of Discrete and Applied Mathematics*.
- 01/2017 – : Editorial Board Member of the scientific journal *Algebraic Combinatorics*.
- 12/2016 – : Peer Counseling Group for Financing Higher Education in Slovenia (at the Ministry of Higher Education).
- Invited speaker at international scientific conferences: 15 times.
- Delivering courses at the universities abroad: 5 times.
- Co-organisation of international scientific meetings: 39 times.
- Deputy Chair of the Organizing Committee of the 8th European Congress of Mathematics, 2020 (Portorož).
- International Advisory Committee Member for the International Congress of Mathematicians (ICM) 2022 (Russia).
- Co-mentoring: 4 doctoral theses, 2 master's theses.
- Mentoring: 4 master's theses, six final project assignments (one Srečko Kosovel award, given by UP).

## **2. ACTION PLAN for the period 23. 11. 2019 – 22. 11. 2023**

This action plan, submitted as an addition to my candidature, was compiled based on the conditions, hindrances, and challenges that we currently face at the UP and on the basis of our vision set alongside the *Medium-term Development Strategy at UP 2014 – 2020*. It contains a plan of action for successful completion of the period between 2014-2020 and guidelines for a new development strategy for the following next.

Many highly motivated members of our staff have achieved superior results in recent years across all activity areas of the University. Together, we are achieving new levels of excellence in teaching and have become national leaders in the domestic and international scientific environment. By creatively upgrading our current educational and training approaches and in lifelong learning, and with our presence in key issues of general social development we have begun to return the precious investment made by the society. As a member of the current wide management group at the UP, I wish to continue these trends and to connect and restructure the creative inspiration of our colleagues in the next four years. Continually striving for excellence, an effort initiated by the current Rector, will continue to be the keystone to harnessing the creative potential of our co-workers. In this way, our University will achieve and exceed the usual expectations of high-quality education, state-of-the-art research, and knowledge transfer that fuels the development of the economy and society. Certainly, regional and national borders will not limit our work, as our existing efforts already extend far into Europe and beyond.

**§1. Teaching Excellence:** High quality education and excellence in teaching is one of the two cornerstones of our University's mission. Priority tasks in establishing teaching excellence at UP must include increasing mutual support between our instructors as well as cooperation between the faculties. We must also give greater consideration to student and alumni feedback in our curriculum development and our teaching. Our current and future students deserve unique courses that cannot be found in any other educational institutions – the type of courses that prepare them for the challenges they will face after graduating. The key to these courses is interfaculty cooperation. For the near future, UP will remain a medium-sized university of about 5000 students, and because of that, we will need to creatively address challenges related to growth and sustainability. We need to focus on the quality of students, engagement with them throughout their enrolment, and facilitating their transition into employment quickly and effectively (i.e., ensuring their success at other research institutions, in industry, public institutions, and NGOs). We also have to champion restructuring the classic forms of teaching into innovative student-centered, individual mentorship. We must develop and implement a lifelong learning structure for part-time studies and on-the-job training that will equip students and workers with the capacity and desire to continuously acquire modern knowledge and suitable competences.

**§2. Scientific Achievements at the National and International Level:** Scientific excellence is for a university just as important as its teaching excellence. The university must contribute to scientific advancement and include the latest scientific knowledge in their courses. The university needs to solve societal challenges and listen to researchers, students, social stakeholders and the general public, and industry. UP has many partners both at home and in the international arena with whom we cooperate to address fundamental scientific challenges and user-focused solutions. We have already achieved important breakthroughs in recent years. We have changed the focus from development projects to scientific and research projects and now rank amongst the very top of the world in specific fields. UP

has been ranked on the Shanghai's scale of top universities because of one such successful niche. Science must remain our maxim in the future. The proportion of human and financial resources invested in science has to be larger than that of the other two public universities, that have advantages due to their age and size. Since we cannot excel in all topics, we need to build on our strengths to become leaders in specific important fields. We can do this through our strong national and international connections and interdisciplinary cooperation within UP. Only with visibility outside the borders of Slovenia will we be able to shine within them. For this very reason we already have some great foundations that are globally recognisable, which we should integrate internally as well.

The task of university is to support our researchers with startup assets, with adequate administrative support, and with infrastructural support. We will provide structured assistance to aid the preparation of excellent project applications, beginning with the development of a concept, in the creation of consortia, and inclusion in relevant research networks. We will develop appropriate training programmes for the preparation of successful project applications and implement internal pre-checks ('review'). To improve our visibility and attract partners and visitors, we will create a portal for successful project applications and available research equipment. And finally, we will set a goal to ensure each faculty takes part in at least one research programme based at the UP. Therefore, we will invest every effort to obtain new research programmes, in which UP FVZ, UP FHŠ, UP FTŠ, and UP PEF would be included.

**§3. Caring for Art:** UP will continue with the promotion of art as a complementary activity to science. We will stimulate original artistic pursuit and artistic production at the university. We will further our development of studies in the field of art and thus holistically round up the knowledge produced and shared at UP.

**§4. Innovative Collaboration with the Wider Community:** UP carries out research work that affects several economic sectors in Slovenia and its societal environment. We prepare students for different career paths, enabling them access to knowledge that they require. We need to create more connections with employers, support student internships, and update our curriculum on a regular basis. We will strengthen the Board of Trustees, which, in accordance with the Statute of UP, is the Rector's consultative body and can formulate opinions on the annual action plan, the annual report, and on university development strategies. We will strengthen the role of the Board by founding an advisory committee of employers from Slovenia, which will provide us with regular feedback on the changing needs within their respective sectors. We will design a portal which will enable companies to easily search for trainees: first for domestic businesses and organizations and eventually for businesses and organizations abroad. UP will continue to actively participate in the Strategic Research and Innovation Partnership (SRIP). At the same time, we will promote integration into new SRIP partnerships and search for international consortiums, which include both academic and economic institutions.

**§5. Science and Knowledge-based Social Dialogue:** For a well-functioning university, a balanced interlace of science and art is extremely important. Therefore, we will continue to raise awareness about science, inform prospective students about our university, freely exchange databases, and promote our collection of professional and scientific publications. We will continue to involve the general public in our research through focus groups, workshops for interested stakeholders, and public conferences.

We will upgrade our repository that will notify interested individuals to receive information about our new publications. We will follow the activities such as the number of visits and number of downloads to monitor our success. Based on that we will decide about upgrading and adding additional features in

order to increase visibility of the UP. Each month, one publication by UP researchers will be selected and presented to the general public in a short note prepared in Slovenian, Italian, and English. UP will also seek to host "A Pint of Science" events, in which our scientists and researchers present and discuss their research work to the general public at casual social gatherings. Colleagues who will organize scientific conferences will be encouraged to draw up specific sections dedicated to the general public. Based on the experience of UP PEF and other faculties, we will organise continuous professional education events.

**§6. International Engagement:** In the field of internationalisation UP has already reached and surpassed the goals set in the Medium-term Development Strategy 2014 – 2020. Excellent results in the field of internationalisation are mainly due to the successful acquisition of international projects, cooperation with the Moscow State Lomonosov University, parallel study programmes in English, and the successful acquisition of ESF earmarked funding, obtained in public tenders of the Directorate for Internationalisation, Entrepreneurship and Technology (UP and the World, GUEST UP, Mobility of higher-education teachers). In the future, we must continue to encourage the promotion of such activities, while enhancing the concern for the Slovene language and providing accompanying activities that will help facilitate the integration of foreigners into the Slovene social space.

**§7. Human Resource Structure:** Our success in research and educational field is largely attributed to the development of our employees and the increased number of full-time employees in most scientific fields. However, there is still some work to be done in the areas that we have started to develop recently or have recently been redefined. In doing so, we will take into account the basic principle of university space – it is necessary to include university professors active in scientific and research work in the study process as well. We will seek to appropriately balance staffing in all possible ways. The funding that will be received by UP on the basis of a four-year contract with the Ministry of Education, Science and Sport for development goals should be spent primarily on rejuvenating the personnel structure. Even though UP is still a very young institution, some faculties show a noticeable lack of young employees. This is partly due to legal constraints in institutional financing, which made new employments impossible, and partly due to the fact that graduates opt for careers outside academia to secure higher income. It is, therefore, important to actively participate in updating higher education legislation. As the Higher Education Act comes up for amendment, we should strive to include changes that are similar to those expected in the Research and Development Activity Act. It should not be forgotten that motivated and empowered support staff is also crucial for the development of the University. Therefore, they have to be enabled to continuously upgrade their competencies and be promoted. In human resources policy, positive solutions from abroad should also be taken into account. This includes, for example, positions for employees' partners, which UP could help secure locally, with the support of the business and municipality community of the area.

**§8. Addressing Overcrowding and Enhancing Infrastructure Support:** The work space availability conditions at our university have improved recent years. They are, however, far from optimal. This is especially true if compared to the other two public universities. Therefore, it is necessary to finish renovating the premises of the former secondary technical school and solve significant overcrowding at UP FM and UP PEF as soon as possible. We must also provide the means to resume the research and education work in the first building of Campus Livade, thus enabling further development for UP FVZ, UP IAM and UP FAMNIT. At the same time, we have to prepare a detailed medium-term investment plan, which must necessarily include the plans for integrated solutions to increase working space conditions

at UP PEF, UP FVZ and UP IAM, to increase the number of student beds and accommodations for visiting teachers and researchers, as well as plans for maintenance in the existing facilities of other faculties. Although the evaluation reports of various bodies usually allege the University's objectives are wishful thinking rather than a feasible plan, we must continue to set bold goals. Therefore, in collaboration with the local community, we will reinvigorate the search for financing of the Servite monastery reconstruction, to make this Koper landmark the heart of our University, offering a pleasant library and reading rooms, among other spaces. Nonetheless, having sufficient space is not the only hindrance to the smooth functioning of the university. Teachers, researchers, and other staff have to be provided with sufficiently powerful personal computers, research laboratories and equipment, and adequate facilities for the implementation of our study programmes (laboratories, practicals, and modern computer classrooms). Therefore, when applying for the extension of the UP infrastructure programme, the research units of all UP members, as well as the UP Publishing Office, will absolutely be included. We are aware that in addition to the financial resources for the realisation of these goals, which will be sought at both the national and the international level, a strong University infrastructure support service is needed.

**§9. Financial Resources:** For a long time, until 2016, UP was insufficiently funded for its teaching activities. What followed was a successful business recovery, mandated by the corresponding ministry and the government of the Republic of Slovenia to UP to assume the debts of UP ZRS upon its exclusion from UP on 1st January 2017. By successfully overcoming these burdensome events, we at UP were able to accelerate development even more ambitiously. At the Collegium of Deans and Directors of UP this year, an agreement was reached that from 2019 on UP will allocate part of the funds it receives for part-time study courses to the development of internal research programmes and the strengthening of scientific and research areas where the UP does not have stable national funding. The insufficient funding of UP in the field of scientific research activities is also easily demonstrable and was recognised by the Working Group for the preparation of the new Research and Development Activity Act. Thus, the draft law in the transitional provision contains an article defining the equalisation of funds for the unified entry of research organisations into a new system of financing scientific and research activities in the Republic of Slovenia. If and when the law is adopted, all UP faculties will be able to immediately achieve our development strategy in scientific and research areas. If not, we will be forced to search for alternative solutions. In doing so, our effective internal alliance, support, and cooperation that we have been able to create in the recent years, will prove to be of significant help. It is also necessary to realise the elimination of disparities in the distribution of internal budgetary funds for teaching activity, which was confirmed at the Collegium of Deans and Directors of UP, thus achieving a fair and stable financial performance of all members of UP.

After 16 years of operations, we are happy and proud that many of our graduates have created distinguished careers at home and abroad. I estimate that now is the right time to provide a more active role for alumni clubs, and by promoting sports teams, and raising awareness within the local environment about the importance of the university to establish a donor fund (endowment). In doing so, universities throughout the world can serve as a good practice example.

**§10. Supporting Activity - General Conditions for Study and Work:** With the right balance between "centralisation" and "decentralisation" of the University, we will be able to follow basic principles of education and research also with the organisational structure. However, legal restrictions dictate that certain activities are managed centrally, but the accepted content guidelines require that some of the operational content be left to the cooperation among the Faculties. Naturally, we will ensure adequate support from the Rectorate and joint services. In the optimisation of the joint services performance, it

is paramount that the challenges and shortcomings are identified "from bottom to the top", i.e., from the members to the university level. Accordingly, efficient solutions that were developed and tested at the individual university members should be brought up to the general University level. Information support within the General Service sector will be transformed into the independent Sector for information support, in the framework of which we will systematise appropriate jobs and immediately start external tenders to fill the staffing gaps. We anticipate that we will have to help this area also with external services. Enhanced IT support is also needed by the students. We have to arrange to issue student ID card promptly, accelerate delivery of electronic certificates (certificate of enrolment, grades transcripts, etc.), provide access to licensed study and research content, remote access to the University network, ensure access to paid databases outside of UP premises, and more. Enhanced IT support will also help improve quality - especially from the point of view of monitoring, controlling, self-evaluation, and crisis management in all areas of the UP operation.

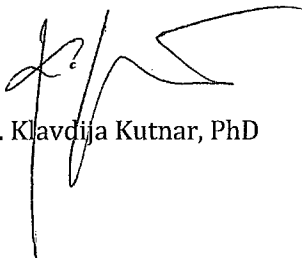
It would also be sensible to restart the activities for the establishment of a University kindergarten, both for the needs of existing colleagues and student families, as well as to attract younger co-workers.

**§11. Students and Graduates:** We will continue to encourage the active involvement of students in university activities. They will be invited to join research and development work, as well as outreach activities. We will continue with the good practice of tripartite partnerships *university – environment – students*. The long-running problem of students' and visiting professors/researchers' accommodation will continue to be tackled to the best of our abilities. As a good practice example, last year's acquisition of the Prisoje student dormitory will be used to accelerate these efforts. We will keep supporting the extra-curricular activities of UP students, especially in sports, culture, and other social events. With the increasing numbers of foreign students at the UP, special attention will be paid to their integration into the local environment. Alumni Clubs of individual faculties should be connected, thereby achieving an enhancement of the sense of loyalty to the University. The time is also ripe to finally develop the UP brand, to position it in the market, and to give it the recognition it deserves, with the ultimate goal of its optimal financial exploitation.

### Conclusion:

In addition to the activities described above, through which we will strive for excellence in science, research, and education, our main task in the mandate period will be to create an environment in which the joint efforts of all UP employees and our students will create an atmosphere of mutual understanding in which we will achieve and exceed our goals, and will be proud of our success.

Koper, 24th April 2019

  
Prof. Klavdija Kutnar, PhD